

Julian of Norwich Anglican Church

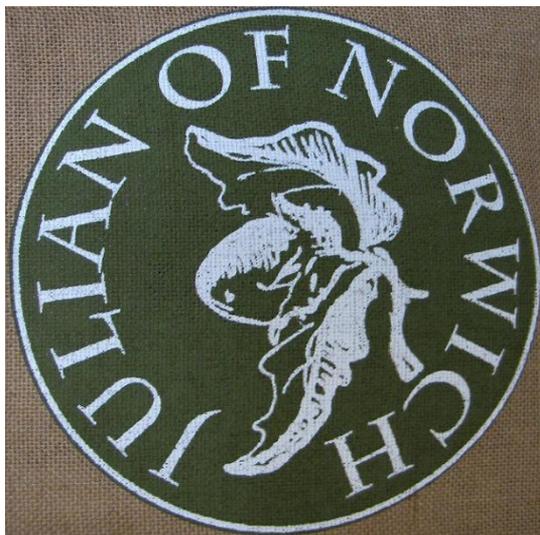


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BACKGROUND:

Proposed Feasibility Study

April 5, 2017
Version 5

Introduction

As a response to the Anglican Church's 2013 General Synod and our Diocesan Synod of 2014, homelessness and affordable housing have been declared a priority for the church. The Diocese has set itself a goal to create 125 new affordable housing units by 2021, its 125th anniversary.

In our Diocese, the Homelessness and Affordable Housing Working Group (HAHWG) has been working closely with the Real Estate Working Group (REWG) in efforts to achieve this goal. One outcome of their work has been a successful application for a SEED grant from the Ontario Trillium Foundation in the amount of \$75,000. With this funding, a feasibility study will be undertaken to develop conceptual models for the use of church property for affordable housing.

One of these models involves exploring the full scale redevelopment of property with a continuing worshipping community with an element of affordable housing. In this regard, Julian of Norwich has been identified as a potential site upon which this model could be developed.

What follows are responses to questions that have emerged from early conversations with leadership teams of Julian of Norwich (Incumbent and Wardens, the Future Directions Group and Parish Council).

BACKGROUND

1. What is Diocese of Ottawa's history with affordable housing?

The Diocese has a long history of being engaged in affordable housing (AH) projects through parish and ecumenical initiatives.

Some examples include:

- Quail House in Chelsea
- Harmer House in Bells Corners
- Ellwood House at St. Thomas the Apostle in Alta Vista
- Serson Clarke Non-Profit Housing (beside St. Luke's)
- Beek Lindsay House in Cornwall.

The Anglican Diocese initiated these projects and supported them from conceptual planning to completion.

More recently, the Diocese has become involved in the provision of supportive housing in partnership with Cornerstone Housing for Women and others. This project will involve the conversion of a former Catholic convent in Westboro into affordable housing featuring 42 bachelor units for women.

2. Why is now a good time to be focusing on AH:

- The Anglican Church of Canada and the Ottawa Diocese have officially declared homelessness and affordable housing to be a priority for the church.
- In particular, the Diocese has set a goal of adding 125 AH units by 2021, its 125th anniversary. Also of note, several congregations are currently considering redevelopment of their properties to meet missional goals while sustaining their properties and congregations.
- As announced in its 2017 budget last week, the federal government is taking a leadership role in spending for social housing and social initiatives. Housing has been identified as a key priority and over the next 11 years, the government plans to put \$11.2 billion toward housing.

- Recently, the Diocese has been able to increase its presence as a player in the housing sector in Ottawa through its work with the Homelessness and Affordable Housing Working Group, Real Estate Working Group, and partnerships with organizations such as Cornerstone.
- In light of these factors, coupled with the recent funding provided by the Trillium grant, there is a significant opportunity to explore opportunities for AH at this time.

3. Parameters of the Trillium grant.

- The Ontario Trillium Foundation – an agency of the Ontario Government and one of the largest granting foundations in Canada – has approved a Seed grant for the Diocese. Seed grants support projects in the idea stage – some examples include testing new approaches, developing new ideas, piloting a program or conducting a feasibility study.
- With this grant, the Diocese plans to look at 3 conceptual models examining the feasibility to redevelop/repurpose church properties in a way that incorporates affordable housing. Julian represents a conceptual model which would involve a large scale redevelopment which would include an element of AH as well as the ongoing worshipping community and other elements.
- The work must be undertaken this year and completed by December.

- The grant provides funding for a development consultant (Cahdco – Ottawa’s leading non-profit affordable housing developer and consultant) to undertake a feasibility study) and for a project coordinator (Alice Fyfe, an urban planner) to help guide the study and serve as the primary liaison between the Diocese and the churches involved.

4. What exactly is AH? What types of housing does it include?

According to CMHC, “housing is considered affordable if shelter costs account for less than 30 per cent of before-tax household income.”

Affordable housing is a broad term and includes housing provided by the private, public and not-for-profit sectors as well as all forms of housing tenure (i.e. rental, ownership and cooperative ownership).

The term AH typically focuses on these forms:

- Supportive housing – permanent housing for people who need assistance to live independently;
- Emergency and transitional housing – shelter and accommodation for short term, serving the homeless, displaced or those fleeing violence or abuse; and,
- Non-profit and/or cooperative housing – rental housing for low and moderate income individuals where some tenants pay rent geared to their income and the rest pay market rent.

The types of housing typically comprise shelter/shared house type formats, apartment units (bachelor units and upwards) and townhomes.

Affordable housing typically targets different populations – depending on the area and needs - amongst which may include:

- Low income seniors
- Refugees
- Youth at-risk
- Women fleeing violence/abuse
- Homeless or displaced people
- People with disabilities, addictions or mental illness
- People with Aboriginal ancestry and in need



THE PROPOSAL

1. What is being proposed?

The Diocese is inviting Julian to consider being one of the three church sites that will be studied and analyzed under the FS. The work will be undertaken by the consultants retained through the Trillium grant who will be working in conjunction with - and under the direction of - the Diocese. Input from the churches being studied will be sought throughout the process.

2. Who will we be working with during this FS?

Julian will be primarily working with PJ Hobbs (Project Lead) and Alice Fyfe (Project Coordinator) and at times, the Cahdco team.

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3. Specifically, what will we learn from a Feasibility Study?

Once completed, it is hoped that the FS will demonstrate a way in which **our** site can be redeveloped that serves the Church's ministry and values – and also incorporate a **significant** component of AH.

4. How long will the FS take?

The FS will begin in April and be completed in December.

5. What are the benefits of the FS?

The FS will explore the feasibility and opportunities associated with redevelopment and/or repurposing Julian and its site in a way that may leverage its commercial potential along Merivale Road – and incorporate its continuation as a place of worship, along with the provision of supportive services and affordable housing, and space for other partners yet to be determined (for example, such as L'Arche and The Glebe Centre). It would be the first step of any development process, should the church decide to proceed accordingly.



WHAT IS REQUIRED OF JULIAN?

1. What will be asked of us during the FS?

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We will be looking for the parish's input on a number of matters. We suggest a small steering/working group be established whereby we can meet and learn about the parish's population needs, ministries, challenges, values and resources – information that will help explore how each site can be redeveloped / repurposed while identifying the group in need of affordable housing and/or supportive services.

2. What are our financial obligations?

There are no obligations. The seed grant from the Trillium Foundation will cover the large majority of the costs of the study but it is suggested that Julian contribute as well. This will demonstrate a commitment to the study and future of the parish as well as contribute to costs of the study.

3. Does participating in the FS obligate us to moving forward with site re-development?

Julian will not be obligated to move forward with site re-development. This study is a first step towards exploring and analyzing a re-development option that includes a significant component of affordable housing. If after the study is completed Julian does not wish to move forward, there is no obligation. If however we do wish to proceed, the parish could take next steps towards re-development, which would include: pre-construction, construction and post construction. The Diocese would be an active and supportive partner

throughout this process.

DEFINITIONS and ACRONYMS

Cahdco – Cahdco is the only non-profit real estate development corporation in Ottawa and sister to Centretown Citizens Ottawa Corporation (CCOC). Cahdco develops affordable housing and social purpose real estate and provides consulting in the Ottawa area. They combine the experience and resources of CCOC with a team of development, construction, and project management experts. The name “Cahdco” initially was an acronym for Centretown Affordable Housing Development Corporation, but now stands on its own.

Real Estate Working Group – The REWG is a sub-committee of the Diocese’s Property and Finance Committee. It works proactively to manage surplus real estate, consults with parishes on redevelopment and provides resources to this end for churches in the Diocese.

Homelessness and Affordable Housing Working Group – HAHWG is a sub-committee of the Diocese’s Community Ministries Committee. It is chaired by Sue Garvey and includes members of the Real Estate Working Group. Its current focus includes work towards fulfilling the Diocese’s goal of adding 125 affordable housing units by 2021.

What’s a Development Consultant?

A development consultant provides professional planning and real estate analysis services to organizations and companies to develop real estate projects. The primary role is to manage the process – from initial concept to the completion of the finished project. This role may vary though

depending on the project, as each one – and each property – is unique.

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What's a Developer?

Under a typical development scenario, a developer acquires property with the intent of developing, redeveloping and/or repurposing it. They are responsible for obtaining all planning, engineering and legal approvals required for development to proceed and take on the financial commitment, risks and obligations associated with the development from beginning to construction completion.

How is a Developer different from a Builder?

A builder is the actual construction company/contractor that it is hired by a developer to undertake the actual building construction of the site.



WHAT NEXT?

1. If we decide to move forward with AH, what are the next steps for us?

If Julian decides to participate in Feasibility Study, the next steps would involve:

- Identifying one or two representatives along with Mary Ellen Berry to work with the Trillium team;

- Facilitating conversations/discussions with members of the parish in order to establish the values and vision which must be considered in the preparation of the FS.

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With the information and input obtained from these steps, some of the key milestones of the FS will:

- Identify potential partners for redevelopment
- Determine an architectural program that is in keeping with the values and missions of the Diocese and church
- Prepare a preliminary design
- Identify the financial resources required
- Estimate soft and hard construction costs

2. How would a full-site re-development be funded?

The way in which the re-development would be funded is something that will be explored through the FS and pre-construction stages. Issues surrounding partnerships, the possibility of leveraging the site's commercial potential and public funding will be studied and analyzed.

While each church site is unique, one recent example of an Anglican Church redevelopment project which incorporated affordable housing along with the continuation of a worshipping space is:

St Matthew's in Winnipeg

The site was redeveloped to accommodate a place of worship for 6 congregations along with 26 affordable housing units.

Two bequests from two women totaling \$500,000 kick started the visioning and redevelopment process.

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The funding for this \$6.6 million project was provided by all three levels of government (40%), grants awarded by foundations, a mortgage and contributions from businesses, charities and individuals.

In the case of any future redevelopment of Julian, funding could be anticipated from partners, government, grants and the leveraging of the site's commercial frontage. A capital fundraising program could be a requirement, depending on funding from these sources – and anticipated construction costs.

3. What Diocesan resources would be available to us as we move forward?

The following individuals and groups will be available to listen, support and guide Julian should they decide to participate in the FS:

- PJ Hobbs, Director of Mission and Project Lead
- The Real Estate Working Group
- The Homelessness and Affordable Housing Working Group
- Cahdco – the development consultancy which will prepare the feasibility study
- Alice Fyfe – Project Coordinator

As noted before, the funding resources for this first step will largely be provided from the Trillium Foundation grant.

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